

Minutes of the meeting of the Human Resources Committee of the Board of Directors of the Cook County Health and Hospitals System (CCHHS) held Friday, April 17, 2015 at the hour of 9:00 A.M. at 1900 W. Polk Street, in the Second Floor Conference Room, Chicago, Illinois.

I. Attendance/Call to Order

Chairman Wiese called the meeting to order.

Present: Chairman Dorene P. Wiese and Director Lewis M. Collens (2)
Board Chairman M. Hill Hammock (ex-officio) and Directors Hon. Jerry Butler, Ada Mary Gugenheim and Carmen Velasquez

Absent: None (0)

Additional attendees and/or presenters were:

Randolph Johnston – Associate General Counsel
Gladys Lopez – Chief of Human Resources
Barbara Pryor – Deputy Chief of Human Resources

Elizabeth Reidy – General Counsel
Deborah Santana – Secretary to the Board
John Jay Shannon, MD –Chief Executive Officer

II. Public Speakers

Chairman Wiese asked the Secretary to call upon the registered public speakers.

The Secretary called upon the following registered public speaker:

1. George Blakemore Concerned Citizen

III. Report from Chief of Human Resources (Attachment #1)

Gladys Lopez, Chief of Human Resources, provided an overview of the report, which included information on the following subjects:

Internal and External Vacancies Filled;
Comparison of Vacancies Filled;
Licensed Nurse Vacancies Filled;
Clinical vs. Non-Clinical Vacancies Filled;
FY2015 Separations and Hires;
CCHHS FY2015 Turnover by New Hires;
FY2015 HR Goal: Improve / Reduce Average Time to Hire;
Recruitment;
Supplemental Healthcare Update; and
Classification and Compensation Work, including Update on Cook County's Classification and Compensation Request for Proposals (RFP).

III. Report from Chief of Human Resources (continued)

Ms. Lopez noted that a correction is needed on slide 6; she indicated that the total number of FY2015 separations as of the time of this report is 231 (not 321).

During the discussion of the information on turnover rate on slide 7, Director Collens noted that it would be helpful if the data could be reported on a trailing twelve-month basis, so the Committee can get a better picture of what the full turnover rate looks like. Ms. Lopez stated that additional data can be provided for next month's meeting.

With regard to the information provided on slide 8, Director Collens noted that three different things structurally impact the timing for the hiring process: Shakman-related requirements; Cook County's rules; and collective bargaining agreements. If none of those existed, he asked what the process would look like in terms of number of days. Ms. Lopez responded that, based on her experience in other organizations, without those factors, the hiring process would take between two weeks to thirty days.

During the discussion, Chairman Wiese noted that the average number of days from Request to Hire approval had decreased significantly from 91 days in 2014 to 51 days in March 2015.

Dr. John Jay Shannon, Chief Executive Officer, reminded the Committee that at the April Board Meeting, the Directors will receive their training on the Employment Plan; this will hopefully provide a big picture view on the hiring process.

During the discussion of various elements of the hiring process that are tied to the Employment Plan, a question was raised whether revisions to the Employment Plan can be filed. Ms. Lopez stated that changes can be made to the Plan; the administration wants to first work through these processes now, to identify areas that may need revision.

Barbara Pryor, Deputy Chief of Human Resources, reviewed the information provided on the Supplemental Healthcare Update and recruitment efforts.

Chairman Wiese inquired whether the System has a recruitment relationship with Rush University. Ms. Pryor responded that they do not at the present time, but that can be explored further.

With regard to the information presented on the County's RFP on Classification and Compensation, Dr. Shannon stated that the administration wanted to make the Committee aware that this RFP was issued by the County. Ms. Lopez stated that it originated six to nine months ago and was put on the County's website three to four months ago. Responses were received, and questions were clarified and resolved. There was an evaluation committee meeting held last week. She explained that, oftentimes there are discrepancies between views of the County's Bureau of Human Resources and the System's Department of Human Resources on what positions should be a certain classification; there are also discrepancies in views with regard to grades for certain titles. The premise of this contract is to bring alignment to some of those positions.

Ms. Lopez stated that once a vendor is identified, the Committee will be notified. If this is a vendor that can adequately perform the class/comp study for the System's senior team, then the administration can reach out to them and have them assist with that; otherwise, the System can have its own done for the senior team. At a minimum, the System will benefit from some of the basic work, with regard to the job/classification analysis for some of the similar positions within the County, as well as what is more critical, which is the Fair Labor Standards Act component.

III. Report from Chief of Human Resources (continued)

Following questions from Board Chairman Hammock regarding the RFP, scope of the contract, and the System staff that will be included in the study, Ms. Lopez provided additional information. She stated that the study will include approximately 300-400 positions at the System; this includes the non-union management, but not the executives. The County is paying for the basic component; if the System wants a carve-out for the executives, the System would pay for that. In response to a question regarding whether the System will be bound by the conclusions, Ms. Lopez stated that, with regard to the basic positions, some of it, yes; however, what will be critical is that this will provide the opportunity to be able to differentiate some of the System positions from the more generically titled and scoped government positions that are not based in a health care setting.

IV. Action Items**A. Minutes of the Human Resources Committee Meeting of March 20, 2015**

Chairman Wiese, seconded by Director Collens, moved to accept the minutes of the meeting of the Human Resources Committee of March 20, 2015. THE MOTION CARRIED UNANIMOUSLY.

B. Any items listed under Sections IV and V**V. Closed Meeting Items****A. Discussion of personnel matters****B. Update on labor negotiations****C. Discussion of litigation matters**

Chairman Wiese, seconded by Director Collens, moved to recess the open meeting and convene into a closed meeting, pursuant to the following exceptions to the Illinois Open Meetings Act: 5 ILCS 120/2(c)(1), regarding “the appointment, employment, compensation, discipline, performance, or dismissal of specific employees of the public body or legal counsel for the public body, including hearing testimony on a complaint lodged against an employee of the public body or against legal counsel for the public body to determine its validity,” 5 ILCS 120/2(c)(2), regarding “collective negotiating matters between the public body and its employees or their representatives, or deliberations concerning salary schedules for one or more classes of employees,” and 5 ILCS 120/2(c)(11), regarding “litigation, when an action against, affecting or on behalf of the particular body has been filed and is pending before a court or administrative tribunal, or when the public body finds that an action is probable or imminent, in which case the basis for the finding shall be recorded and entered into the minutes of the closed meeting.” THE MOTION CARRIED UNANIMOUSLY and the Committee recessed into a closed meeting.

Chairman Wiese declared that the closed meeting was adjourned. The Committee reconvened into the open meeting.

VI. Adjourn

Chairman Wiese, seconded by Director Collens, moved to adjourn. THE MOTION
CARRIED UNANIMOUSLY AND THE MEETING ADJOURNED.

Respectfully submitted,
Human Resources Committee of the
Board of Directors of the
Cook County Health and Hospitals System

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Dorene P. Wiese, Chairman

Attest:

XXXXXXXXXXXXXXXXXXXXXXXXXXXX
Deborah Santana, Secretary

Cook County Health and Hospitals System
Human Resources Committee Meeting Minutes
April 17, 2015

ATTACHMENT #1

COOK COUNTY HEALTH & HOSPITALS SYSTEM HUMAN RESOURCES COMMITTEE

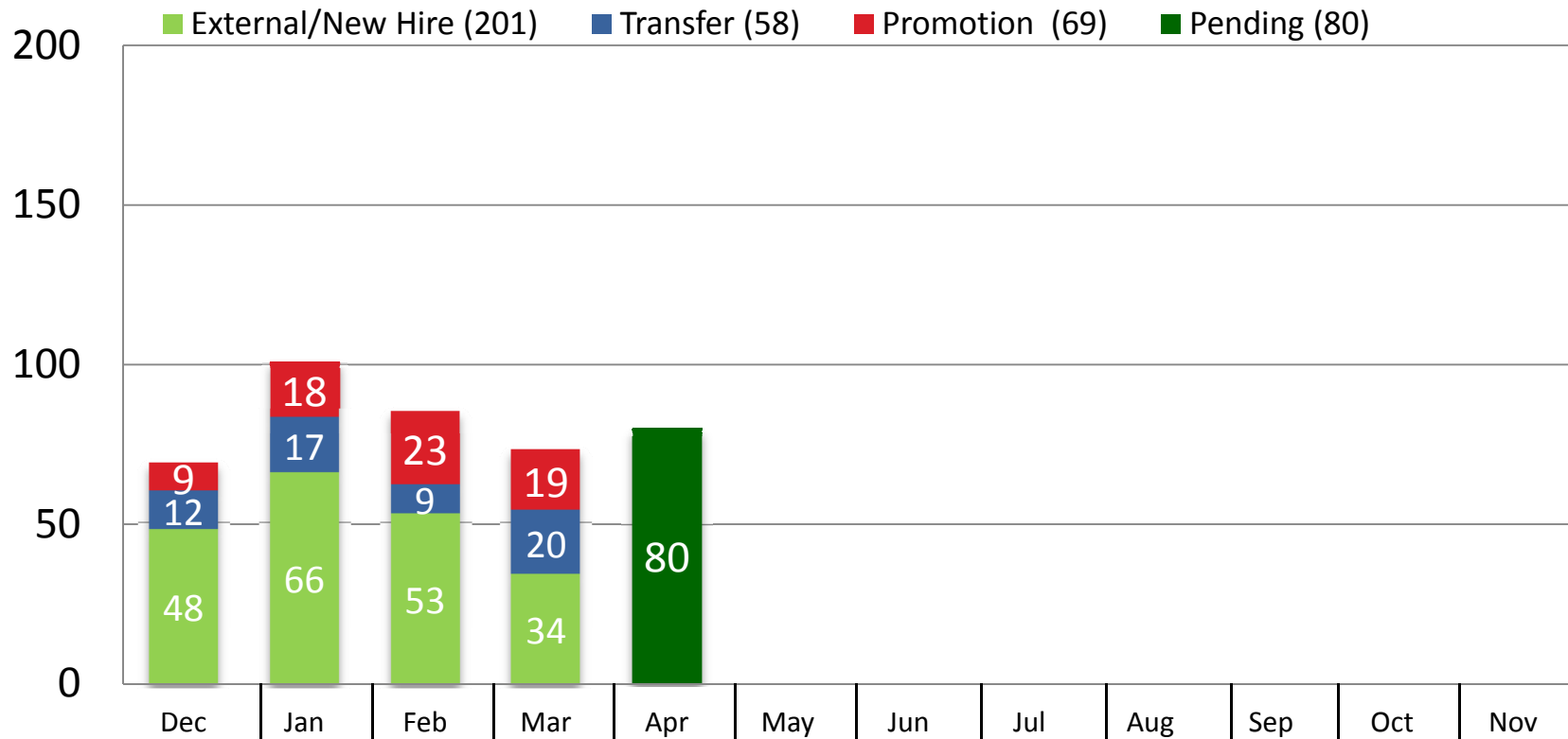
APRIL 17, 2015

Gladys Lopez, Chief of Human Resources



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CC+HS

FY15 Vacancies Filled through 03/23/15 by Hiring Source (328)



	Dec	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov
Total CCHHS Vacant Positions	1084	1018	1066	1108								
¹ Total RTHs In HR	913	744	734	830								
² Positions in Development	171	274	332	278								
External Vacancies Filled	48	66	52	34								

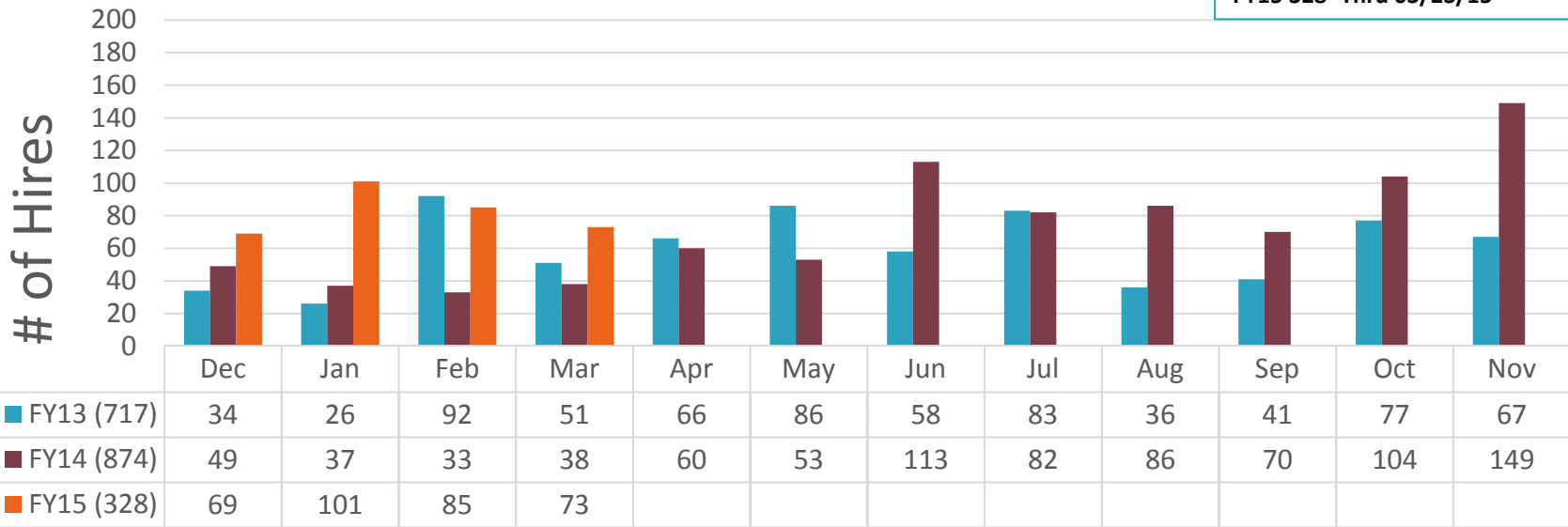
¹ Fluctuation based on new RTHs, Department decision to hold or re-class a PID.

² Positions to support strategic initiatives, such as re-organizations

FY15 Hires: Comparison of FY13, FY14 to FY15 (through 03/23/15)

VACANCIES FILLED

FY13 717
FY14 874 Increase by 22%
FY15 328 -Thru 03/23/15



Thru 03/23/15

FY15 Vacancies Filled by Job Function / Open Positions

YTD hires increased by 108%

Job Function	FY14 Hired	FY14 Year To Date Thru March 2014	FY15 Year To Date Thru March 2015	FY15 RTHs in Process (As of 3/27/15)
Finance	15	0	16	¹ 59
HIS	5	2	3	20
Licensed Practice Nurses	24	1	8	8
Nursing (CNI, CNII, APN, Nurse Coordinator, Clinician)	311	45	103	308
Physicians	97	34	24	88
Pharmacy	49	13	6	43
Other	373	62	168	304
Total	874	157	328	² 830

¹ Medicaid eligibility insourcing

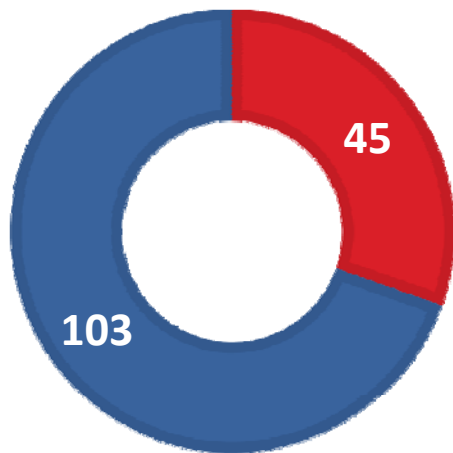
² Fluctuate month to month based on hires and requisitions.



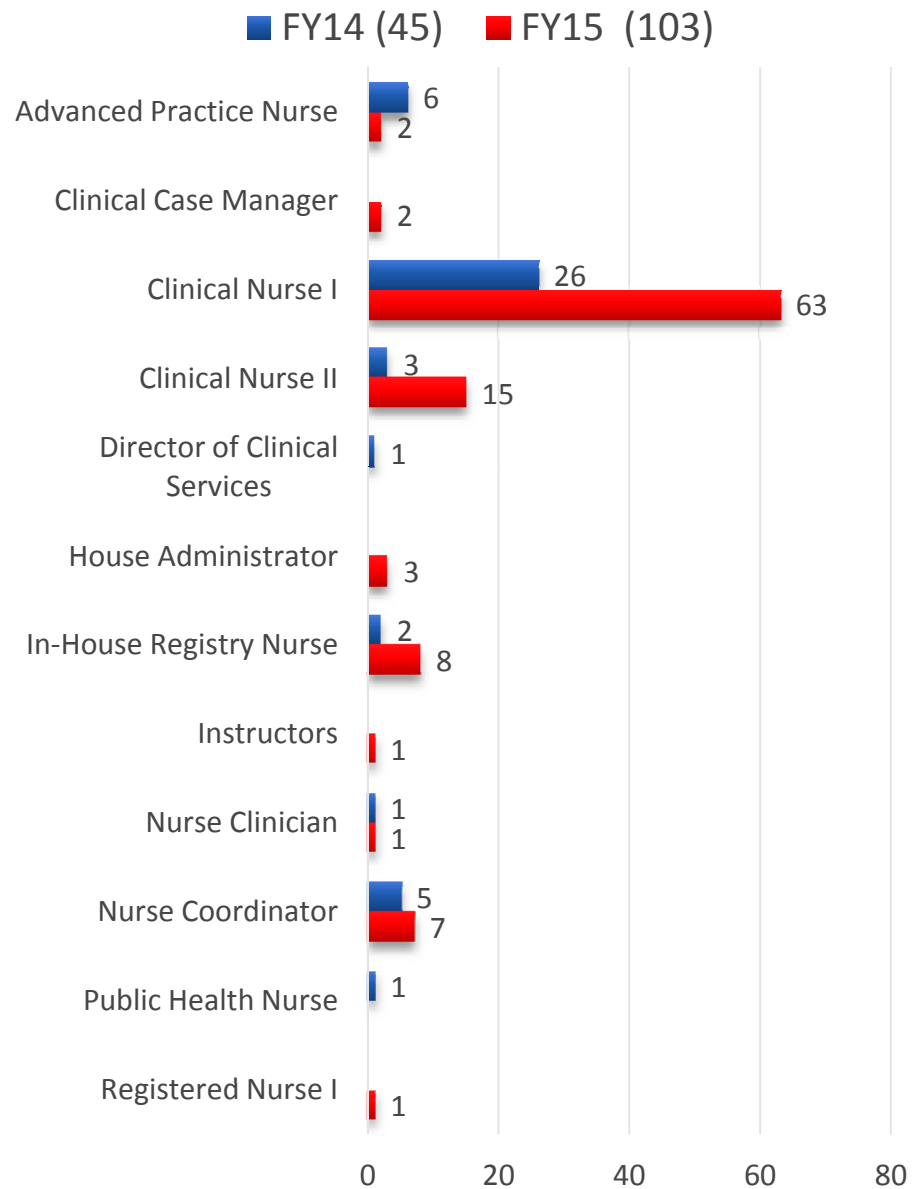
Comparison of Nursing Vacancies Filled – FY 14 to FY15 Year-to-Date

Year To Date (Thru 3/23/15)	FY14	FY15
TOTAL NEW HIRES	17	58
TOTAL TRANSFERS	19	22
TOTAL PROMOTIONS	9	23
TOTAL VACANCIES FILLED	45	103

**YEAR TO DATE HIRES
(FY14 VS. FY15)**



■ FY14 (45) ■ FY15 (103)



LICENSED NURSE VACANCIES FILLED

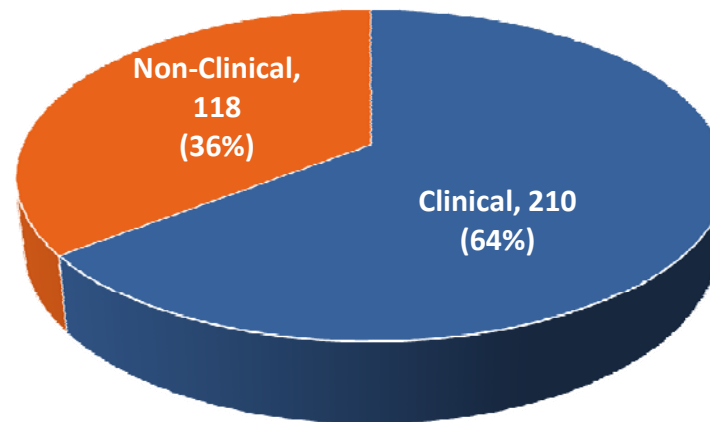
FY15 Clinical (210) vs. Non-Clinical (118) Vacancies Filled (328)

Clinical Classifications / Titles (210)

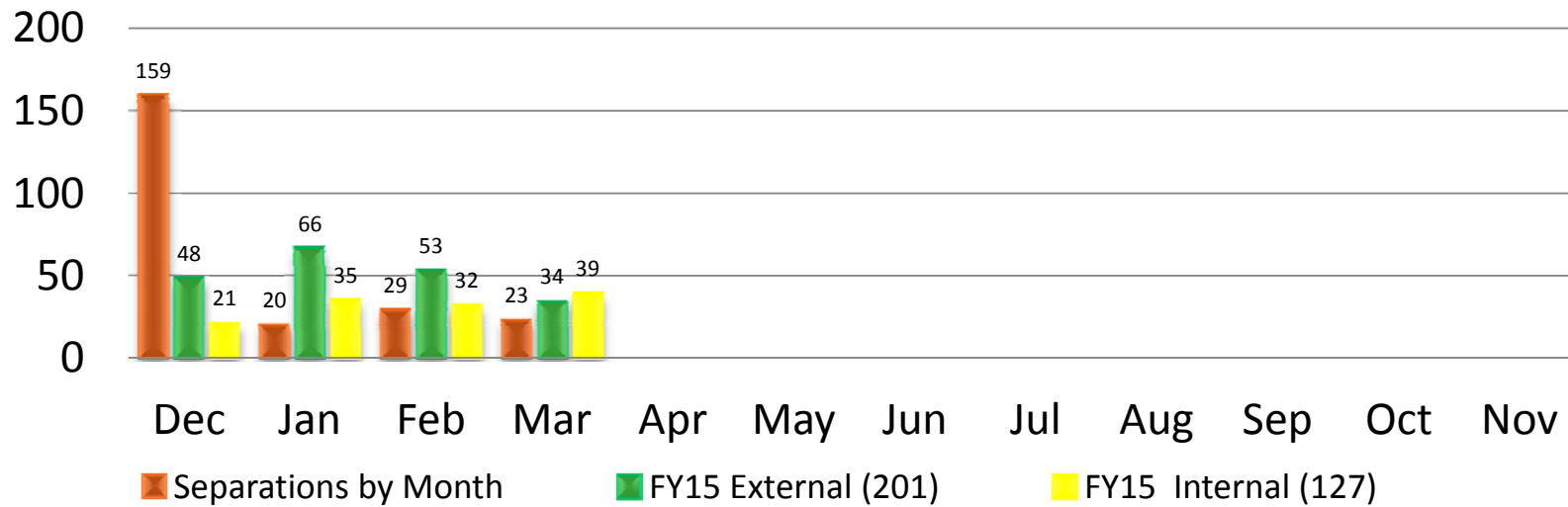
Attendant Patient Care
 Case Managers
 Correctional Medical Technician
 Dentistry
 EKG Tech
 Electrocardiogram Technician
 Emergency Response Technician
 Emergency Room Technician
 Epidemiologist
 Health Service Representative
 Laboratory
 Licensed Practical Nurse
 Medical Assistant
 Medical Lab Technician
 Medical Social Workers
 Medical Technologist
 Mental Health Specialist
 Nursing
 Pharmacy
 Physician Assistant
 Physicians
 Psychologists
 Radiology
 Special Procedure Tech
 Sterile Processing Tech
 Ward Clerk

Non-Clinical Classifications / Titles (118)

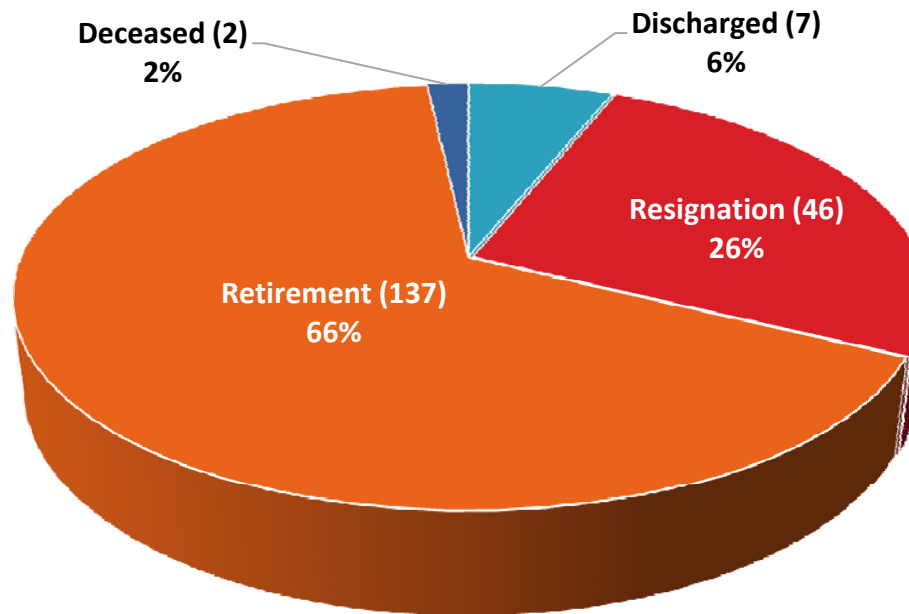
Building Service Worker
 Business Manager
 Clerical / Administrative
 Executives
 Finance
 Food Service / Dietary
 Hospital Information System
 Human Resources / Labor Relations
 Leadership/ Management
 Legal
 Procurement / Supply Chain
 Public Health Emergency Response Coordinator
 Safety
 Sanitarian
 Scheduler/Dispatcher
 Trades



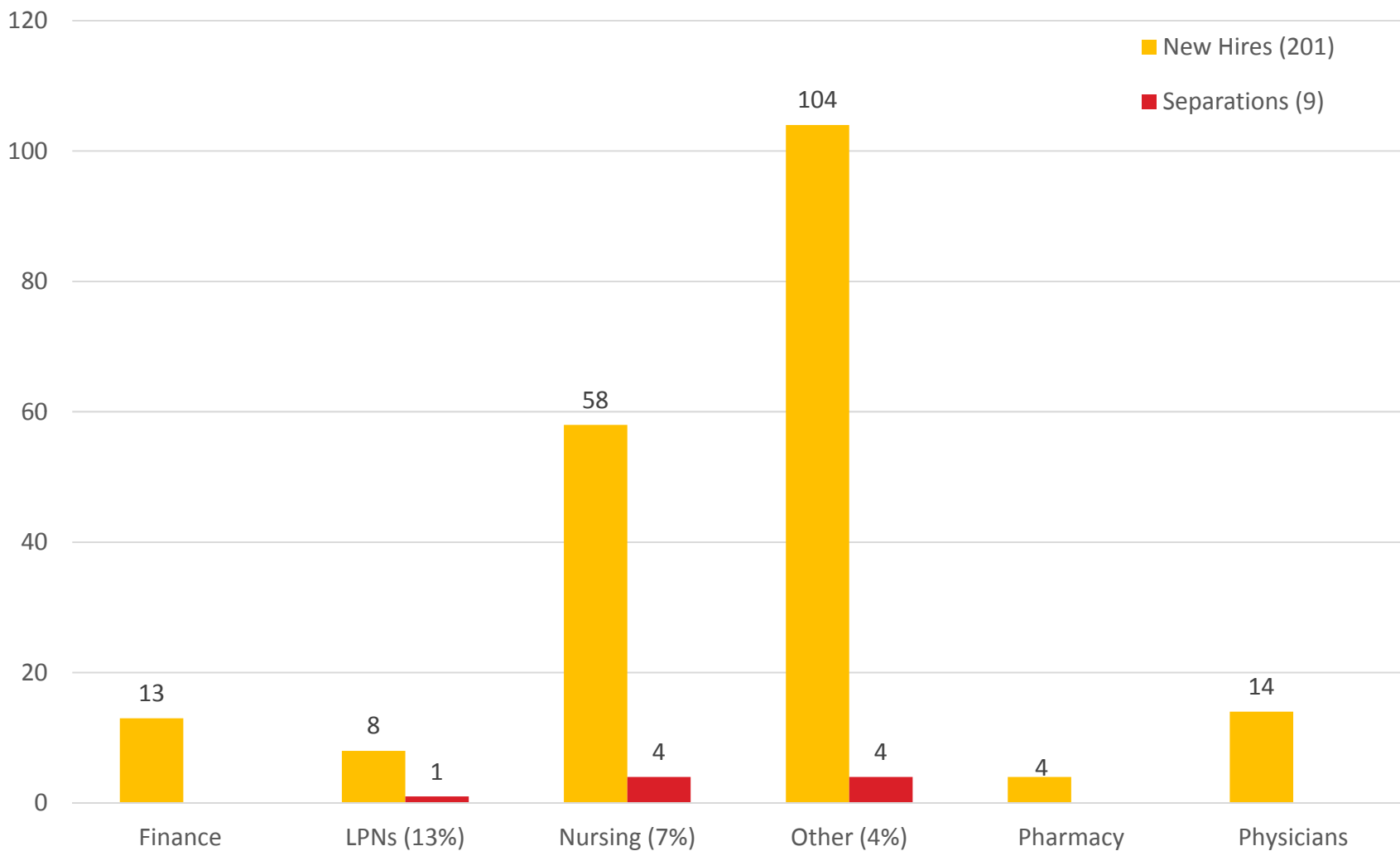
FY15 Separations (321) & External Hires (201)



Separations by Reason as of 03/31/15



Turnover of FY15 New Hires (201) (4%)

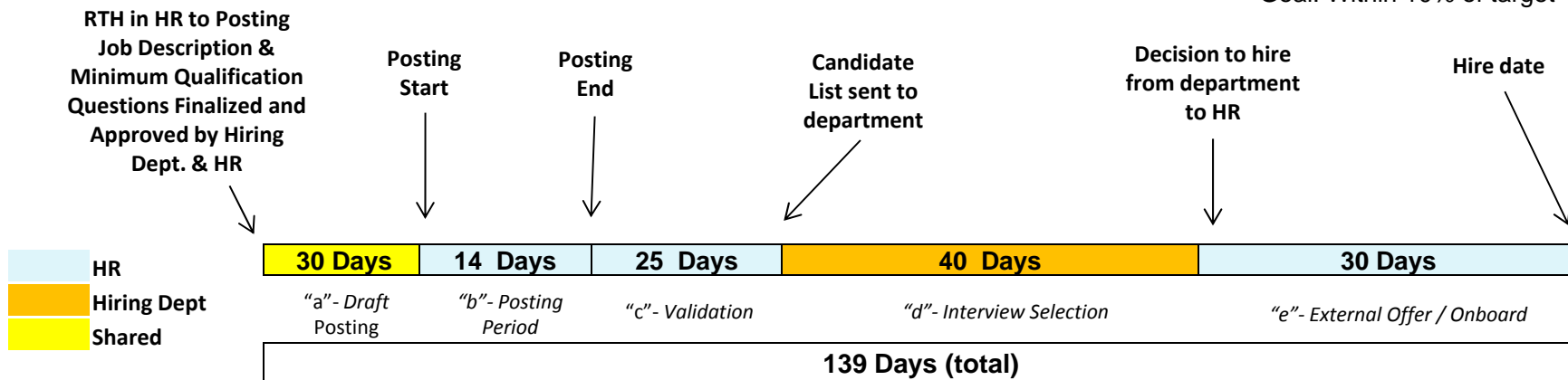


FY15 HR Goal: Improve / Reduce Average Time to Hire

Budget to Recruiting average of 30 Days

Goals		2014 Actual	2015 Target	Dec Actual	Jan Actual	Feb Actual	Mar Actual	Apr Actual	May Actual	June Actual	YTD Avg	STATUS
a	Average # of days from Request to Hire approval to Posting Open	91	30	80	48	73	51				62	
b	Average # of posting days	14	14	13	9	12	13				11	
c	Average # of days from Posting Close to Interview Referral	28	25	33	22	27	30				27	
d	Average # of days from Interview Referral to Decision to Hire to HR. (Interview/Selection)	29	40	29	23	32	28				28	
e	Average # of days from decision to hire until actual Hire Date. <i>Credentialed Positions: Physicians, Psychologist, Physician Assistant I and Advanced Practice Nurses.</i>	41	30	55	49	51	52				51	
f	Average # of days from Request to Hire to Hire Date	203	139	209	151	195	168				180	

Goal: Within 10% of target



Benchmark: 58

Data source: TLNT The Business of HR

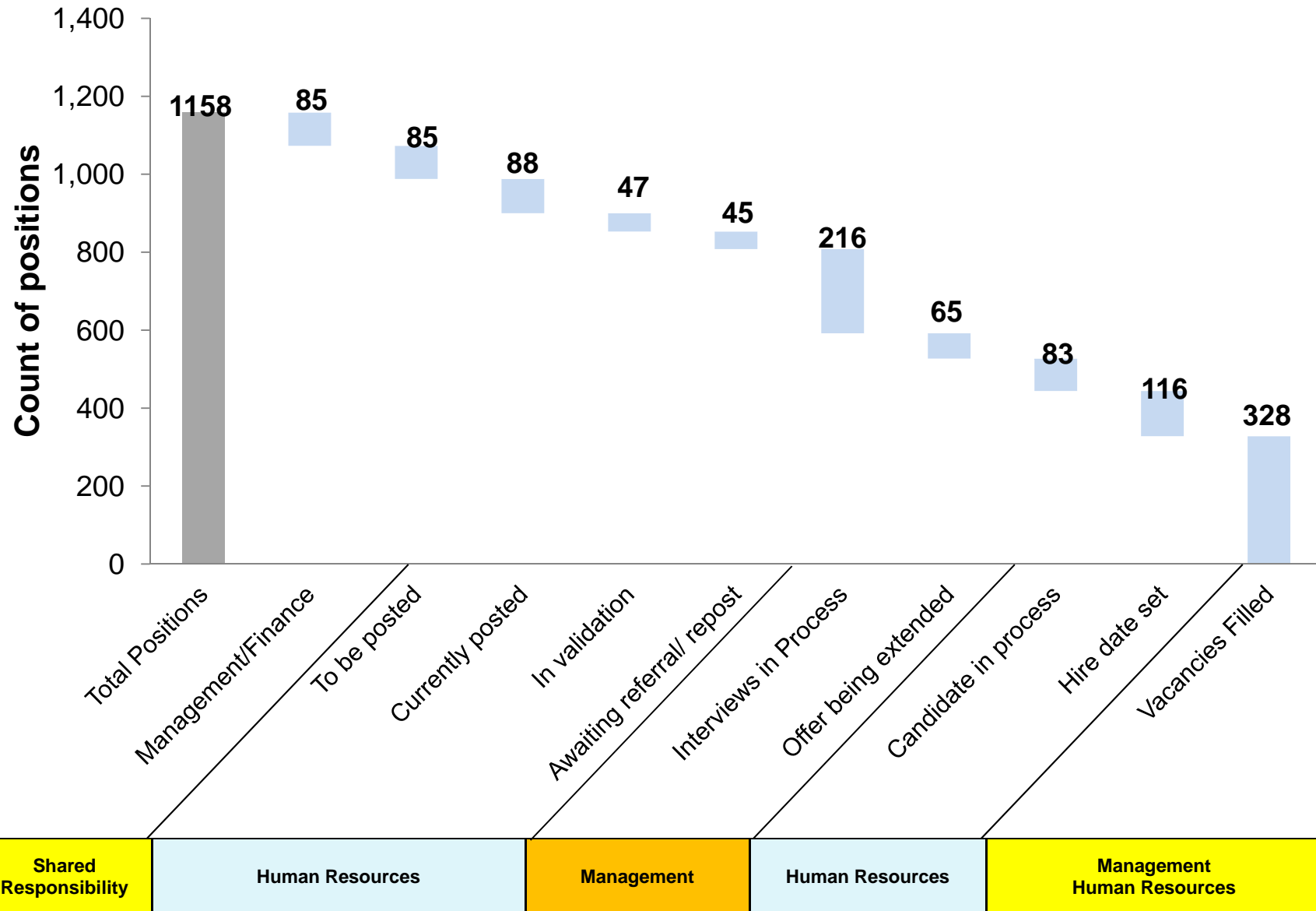
<http://www.tlnt.com/2014/08/14/employers-find-that-time-to-fill-job-rates-are-growing-hit-13-year-high/>



COOK COUNTY HEALTH & HOSPITALS SYSTEM
CC+HHS

FY15 HR Goal: Improve / Reduce Average Time to Hire

Hiring Snapshot (03/27/15)



SNAPSHOT OF FY15 CCHHS RECRUITING PROGRESS

Healthcare Focused Advertising & Job Placement



AHA (American Hospital Association)

- Site is integrated with CCHHS Job Posting Site
 - Partners with over 350 Healthcare Associations / Organizations
 - Each Job Posting appears on an **average of 40 sites** (Healthcare Associations / Specialty Sites)
 - Member National Healthcare Career Network
- Healthcare Focused Approach
- Increased Exposure to Candidates
- Detailed Analysis/Metrics for all postings:
 - # Candidate Views
 - # x's posting emailed / forwarded
 - # of Applications
 - # of Postings on Network Affiliates



The **right** connections make all the difference.

National Associations:

- Academy of Correctional Health Professionals
- Academy of General Dentistry
- Academy of Spinal Cord Injury Professionals, Inc
- Alexander Graham Bell Association for the Deaf and Hard of Hearing
- Alliance of Cardiovascular Professionals
- Ambulatory Surgery Center Association
- American Academy of Audiology
- American Academy of Child and Adolescent Psychiatry
- American Academy of Health Care Providers in the Addictive Disorders
- American Academy of Hospice and Palliative Medicine
- American Academy of Medical Administrators
- American Academy of Neurology
- American Academy of Ophthalmology
- American Academy of Pain Medicine
- American Academy of Pediatrics
- American Academy of Pediatric Dentistry
- American Academy of Physical Medicine & Rehabilitation
- American Art Therapy Association
- American Assisted Living Nurses Association
- American Association for Clinical Chemistry
- American Association for Long Term Care Nursing
- American Association for Marriage and Family Therapy
- American Association for the Study of Liver Diseases
- American Association of Colleges of Osteopathic Medicine
- American Association of Diabetes Educators
- American Association of Heart Failure Nurses



Healthcare Focused Advertising & Job Placement



ATTENDING PHYSICIAN 7- Pediatrics/Adolescent Medicine is currently active (or was last active) on the following NHCN and affiliate sites:

Academy of Spinal Cord Injury Professionals, Inc	Mental Health America
American Academy of Pediatrics - Missouri Chapter	Metropolitan Chicago Healthcare Council
American Association of Colleges of Osteopathic Medicine	Michigan Health & Hospital Association
American College of Osteopathic Emergency Physicians	Minnesota Medical Association
American College of Osteopathic Family Physicians	Missouri Hospital Association
American Hospital Association	National Association of Chronic Disease Directors
American Medical Group Association	National Association of County and City Health Officials
American Medical Rehabilitation Providers Association	National Association of Managed Care Physicians

Job Statistics

Inactive

All User's Jobs
Listing This User's Jobs

Applications
Order Results By

A-Z
In This Order

Sort

[Print this report](#)

Job	Title	Duration	DV	AC	CD	AP	EF	AE	ND
151. 00116942	Attending Physician 10 - Pulmonary & Critical Care - Stroger Hospital	11 Days 1/14/15-1/25/15	359	4	4	0	0	771	71
152. 00115534	ATTENDING PHYSICIAN 7- Pediatrics/Adolescent Medicine	9 Days 1/14/15-1/23/15	531	6	6	0	0	216	62
153. 00116315	Attending Physician VI - Clinician Educator	11 Days 1/14/15-1/25/15	335	3	3	0	0	626	93
154. 00116946	Attending Physician 10-oculoplastic Specialist Ophthalmology	15 Days 1/14/15-1/20/15	218	0	0	0	0	97	53

Sample Posting

- DV = Detailed Views
- AC = Views Clicks
- CD = Applicants
- AE = Agent Emails Notifications
- ND = Network Distribution (Add 'I Sites)



Healthcare Focused Advertising & Job Placement



350 Associations / Organizations



The *right* connections make all the difference.



HERE FOR PHYSICIANS
12,000+ PHYSICIAN JOB LISTINGS
100+ CAREER FAIRS

Cook County Health & Hospitals System
The 3rd largest healthcare system in the U.S.



**We are hiring Doctors
for all specialties.**



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

<http://www.cookcountyhhs.org/about-cchhs/careers/>



American Academy of Psychiatry and the Law

POLISH AMERICAN ASSOCIATION
Resources for Changing Lives



Cook County Health & Hospitals System
The 3rd largest healthcare system in the U.S.



**We are hiring Nurses
for all specialties.**



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

<http://www.cookcountyhhs.org/about-cchhs/careers/>



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Career Fairs – Q1 Events

2015											
JANUARY				FEBRUARY				MARCH			
Mo	Tu	We	Th	Fr	Sa	Su		Mo	Tu	We	Th
							1	30	31		1
5	6	7	8	9	10	11		2	3	4	5
12	13	14	15	16	17	18		9	10	11	12
19	20	21	22	23	24	25		16	17	18	19
26	27	28	29	30	31			23	24	25	26
APRIL				MAY				JUNE			
Mo	Tu	We	Th	Fr	Sa	Su		Mo	Tu	We	Th
							1	8	9	10	11
6	7	8	9	10	11	12		15	16	17	18
13	14	15	16	17	18	19		22	23	24	25
20	21	22	23	24	25	26		29	30		
27	28	29	30								
JULY				AUGUST				SEPTEMBER			
Mo	Tu	We	Th	Fr	Sa	Su		Mo	Tu	We	Th
							1	1	2	3	4
6	7	8	9	10	11	12		7	8	9	10
13	14	15	16	17	18	19		14	15	16	17
20	21	22	23	24	25	26		21	22	23	24
27	28	29	30	31				28	29	30	
OCTOBER				NOVEMBER				DECEMBER			
Mo	Tu	We	Th	Fr	Sa	Su		Mo	Tu	We	Th
							1	1	2	3	4
5	6	7	8	9	10	11		7	8	9	10
12	13	14	15	16	17	18		14	15	16	17
19	20	21	22	23	24	25		21	22	23	24
26	27	28	29	30	31			28	29	30	31

Goals

- Develop a long-range recruitment calendar to plan recruiting events (job fairs, advertising campaigns, establish networks with associations, colleges & universities)
- Provide a recruitment schedule targeted towards major healthcare disciplines
- Brand and position CCHHS as an employer of choice
- Identify sourcing channels target i.e.: colleges and university, industry associations/user groups; social networking sites.



Physicians, PAs
and NPs
March 5, 2015



LOYOLA
UNIVERSITY CHICAGO
Nursing
March 11, 2015



Nursing, Computer Science,
Radiologic Technicians
March 15, 2015

Illinois Institute of Technology

Information Technology -
March 11, 2015



Information Technology
March 11, 2015



Nurses
March 5, 2015



CHAMBERLAIN
College of Nursing
Nurses
February 10, 2015



Information Technology; Human
Services & Health Sciences
March 11, 2015



Psychologists
January 20, 2015



Information Technology
March 11, 2015



LOYOLA
UNIVERSITY CHICAGO

Nurses & Social
Workers
March 11, 2015



COOK COUNTY HEALTH
& HOSPITALS SYSTEM
CCHHS

Supplemental Healthcare Update



Initiative	Update / Outcomes to Date
Evaluate & Provide Recommendations to Enhance New Hire Orientation Program <i>75% Complete</i>	<ul style="list-style-type: none"> Prepared Observation Summary w/ recommended enhancements <ul style="list-style-type: none"> Environmental <ul style="list-style-type: none"> Provided Recommendations to enhance Room Configuration /Seating Content <ul style="list-style-type: none"> Provided suggestions to enhancing content / materials Completed review of all presentations / Content Completed Draft Video Presentation of CCHHS History Provided suggestions to improve Agenda “flow” of Program Materials <ul style="list-style-type: none"> Recommended enhancements to “New Hire” Binder Provided recommendations to streamline presentations Facilitation <ul style="list-style-type: none"> Provided recommendations to improve messaging Video taped all presentations – Provided coaching / presentations skills for speakers
Provide Assistance with Job Descriptions/Postings / Interview Questions <i>On Going</i>	<ul style="list-style-type: none"> Reviewing/ editing to various Job descriptions to improve consistency / clarity – 25 Completed to date Provided assistance with revising / creating Job Postings and Interview Questions – On Going
Provide Operational Assistance <i>On Going</i>	<ul style="list-style-type: none"> Resources Engaged: <ul style="list-style-type: none"> Asst. Administrator for COO (1 FTE) HR Business Analyst / Project Managers (2 FTE’s) <ul style="list-style-type: none"> Policies /Procedures Skills Testing/Assessment Review HR Administrative Asst. for Nursing (1 FTE)

Cook County Classification & Compensation RFP

RFP No. 1553-14083 - Countywide Job Classification & Compensation Study

- **OBJECTIVE:** Contract with a consultant to conduct a scalable, multi-year County Wide Job Classification and Compensation Study for approximately 5,000 non-union positions and certain union positions upon request. The study will include
 - ✓ Job Analysis – identify and determine in detail, the particular job duties, requirements and relative importance of those duties, for a given job.
 - ✓ Classification Analysis – Obtain important and relevant information about each distinct role played by one or more positions within an organizational unit. This includes evaluating the duties and responsibilities of the job or role within the organization and comparing them with predefined class specifications that are established for a series of job classes.
 - ✓ Compensation Analysis – Analysis of County compensation plans using relevant comparables, including workforce and labor market trends related to salary, performance, economic factors and industry specific practices.
 - ✓ FLSA Analysis - Analysis and recommendation of whether employees are appropriately classified based upon the Fair Labor Standards Act and applicable state statutes.
 - ✓ Market Analysis - Compilation of data for occupations ranging from local to national markets for specific jobs or major occupational groups.
 - ✓ Organizational Analysis – Develop models and theories that accurately capture the functions and development of County Bureaus, Divisions and Departments; models and theories that affect manner in which County can affect and bring about changes within the organization.
 - ✓ Organizational Planning - Review of County organizational structures; dividing responsibilities of an organization.

Cook County Classification & Compensation RFP

- **PURPOSE:** to ensure that the Cook County Government's classification and compensation structures are competitive in the local marketplace. The County Wide Job Classification and Compensation Study will evaluate all non-union positions and requested union positions in the Offices under the President of Cook County, and upon request, in offices of separately elected officials of Cook County, the Cook County Health and Hospital Systems and the Cook County Forest Preserve.
- **SCOPE OF WORK:** Conduct a County Wide (1) Job Classification and FLSA Analysis; (2) Compensation and Market Analysis; and (3) will assist, upon request, in creation of Organizational Analysis and Planning models for all nonunion positions, and requested union positions, to include non-management and management positions, in the Offices under the President of Cook County, and upon request, in offices of separately elected officials of Cook County, the Cook County Health and Hospital Systems and the Cook County Forest Preserve. Using best practice and appropriate industry standards.
- **CCHHS PARTICIPATION:** Chief of Human Resources & Deputy Chief of Human Resources are on the Evaluation Committee and we are a voting member of the Evaluation Committee. First meeting is scheduled for April 14th.

CCHHS Classification & Compensation Work

The CCHHS Classification & Compensation Team has participated in the following surveys over the past year:

Sullivan Cotter

- Executive and Physician Compensation Studies

Since its founding in 1992, Sullivan, Cotter and Associates, Inc. has grown to become the leading independent firm of senior advisers on all elements of total compensation planning for health care and not-for-profit organizations.

Within the compensation arena, Sullivan Cotter covers direct and indirect compensation, qualified and nonqualified benefits, rewards, perquisites and other forms of remuneration.

Metropolitan Chicago Health Care Council (MCHC)

- Hot Jobs (Titles will vary-completed quarterly)
- Past Pay Practices
- Management Compensation
- Non-Management Compensation

MCHC is a membership and service association comprising more than 150 hospitals and health care organizations working together, since 1935, to improve the delivery of health care services in the Chicago area.

The Council's institutional members include 89 acute care hospitals and their integrated delivery systems in the eight-county metropolitan Chicago region (Cook, DuPage, Grundy, Lake, Kane, Kankakee, McHenry and Will). Associate members include hospitals and other provider organizations located in the tri-state area such as community health centers, outpatient treatment centers, long-term care and facilities for behavioral health and the developmentally disabled, physician groups, insurers, private ambulance companies, blood banks, medical and nursing schools.

CCHHS Classification & Compensation Work

We have access to salary survey data via our memberships with:

- **Medical Group Management Association (MGMA)** is the leading association for medical practice administrators and healthcare executives for nearly 90 years. Through its national membership and 50 state affiliates, MGMA represents more than 33,000 administrators and executives in 18,000 healthcare organizations in which 385,000 physicians practice.
- **American Society for Healthcare Human Resources Administration (ASHHRA)**, founded in 1964, the American Society for Healthcare Human Resources Administration (ASHHRA) is a personal membership group of the American Hospital Association (AHA) and has more than 3,100 members nationwide. It leads the way for members to become more effective, valued, and credible leaders in health care human resources. As the foremost authority in health care human resources, it provides timely and critical support through research, learning and knowledge sharing, professional development, products and resources, and provides opportunities for networking and collaboration.

We also have access to:

- **Mercer** data on Information Technology positions which we are working to insource. Mercer is a global consulting leader in talent, health, retirement, and investments who help clients around the world advance the health, wealth, and performance of their people. Mercer's more than 20,500 employees are based in more than 40 countries, and we operate in more than 130 countries.